DA 88-1039
12 May 1988

MEMORANDUM FOR: DA Deputy Office Directors

STAT   FROM: _____

Chief, DDA Management Staff

SUBJECT: 6 May 1988 DA Strategic Planning

1. Following up on our 6 May meeting (MFR attached, FYI), we will
initiate two parallel activities to get our strategic planning effort underway.

2. **Support in the Year 2000.** As a first step toward describing the
support environment around the turn of the century, please provide us by
19 May a list of the questions that your office needs answered to determine
what support you will have to provide in the Year 2000.

  o   Please limit your submissions to about two pages of succinct,
       thoughtful questions.

  o . Start with what we ought to know about employees and how
       employees might use their own files and what data should be
       common to all systems. Questions derive from this.

  o   Do not worry about whether the questions are answerable or not --
       the more difficult, the better. Do you need to know how many
       employees the Agency will have? Will it affect your long range
       planning if a crisis is in the Far East or if it is in Africa?
       What information do you need about the plans of other
       Directorates?

  o   We will collate your responses, provide them to all of you for
       review, and reconvene the week of **30 May** to agree on which
   questions we should try and answer and how to do so.

3. Corporate Database. As a parallel activity, we will take a look at
one segment of our overall ADP/Communications Plan, the Corporate Database.
Please task the individual you are naming to the Corporate Database Working
Group -- I still have not received all the names -- with providing us by
20 May:

  o   A list of what your office currently plans to include in the
       Corporate Database.

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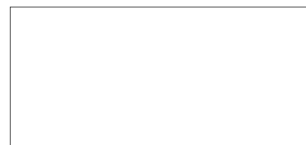
S E C R E T

o   A list of questions that your office thinks the Corporate
     Database should be able to answer in the Year 2000. Include
     questions:

     -- Senior Agency managers would want answered.

     -- Office and Staff level officials would want answered.

     -- Individual employees would want answered.

     4. We will also collate that data and meet with the working group the
week of 30 May. Call with any questions.

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     Attachment
       As stated

STAT G:C/DA/MS[   ] (12May88)
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S E C R E T

12 May 1988

MEMORANDUM FOR THE RECORD

SUBJECT: 6 May 1988 DA Strategic Planning Meeting

Attendees: Rae Huffstutler, DDA

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1.   The DDA noted that he wants to develop a style for strategic planning that will produce budget proposals and result in concrete programs. The process will address the support infrastructure in segments, beginning with ADP/Communications. A Corporate Database segment will be the first module of the ADP/Communications plan.

2.   The DDA envisions a strategic planning process with the following steps:

-- Define where the Agency is going in the next decade; how we will be operating in the Year 2000. Identify issues, new trends, pressures on the way we do business. Ask questions to determine operating assumptions -- what do we need to know to provide the infrastructure needed at the turn of the century?

-- Describe the impact of these trends on our operations and our options for dealing with them. We can be helpful without being right; we can be close enough so that we have the flexibility to alter our programs for any given situation. We will define the programs and technology required to address our needs based on longterm trends.

-- Conduct cost-benefit analyses to evaluate options. Technical projections and appraisals will help determine which activities on our wish lists will be worth transforming into budget initiatives.

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-- Translate into budget initiatives. Planning must be tied to the budget process. If it does not result in a new initiative involving requirements of several offices, it will be a waste of time. Plans that fail have not been operative, do not tell you what to do or how much to spend to solve tomorrow's problems.

3. The final product -- derived over 18 months or so -- will:

-- Address Agencywide problems.

-- Give us the flexibility to redirect our resources to provide the support infrastructure we need at the turn of the century.

-- Build on previous plans, enabling us to question our operating assumptions every 2 1/2-3 years and adapt the program for the future.

-- Be the result of extensive information gathering, thought, and iterative questioning, both bottom-up and top-down.

-- Define the implications for the future if we put off preparing to allocate resources to meet expensive new challenges.

-- Place resources into the hands of program managers.

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5. The DDA emphasized that "strategic planning begins with a concept of the future." Defining the future involves:

-- Interviews. "Tell me the story."

    o   What do you do and how do you do it?
    o   What will you be doing in the future?
    o   How will it impact on our system architecture?
    o   What are the views of others who will be affected?

-- Thinking. Sit back and be thoughtful.

-- Time. People you talk to must be given time to ponder.

-- Iteration. Follow-up and interaction are important. Provide key players -- DO, for example -- a strawman to trigger responses, saying this is our notion of how the DO will operate in the Year 2000. With their responses, we can then develop what they need, determine that we already have what they say they need, or give them the opportunity to turn down proposals.

6. Next steps:

-- The DDA will meet periodically with Deputy Office Directors, who will function as a steering panel.

-- The Deputy Office Directors will name a representative to a working group on the Corporate Database segment. Deputy will be closely involved with whomever he names to work on this segment.

-- Timetable for this piece is 6 - 8 weeks.

-- Most of the work has been done. We should review what has been done, however, and ask what we have failed to take into account that will be important in the Year 2000. Reach out beyond today; do not automate yesterday's issues. Corporate Database group should ask questions like:

    o   What does the Agency want to know about a person?
    o   What information does the individual want about administrative functions or services?

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-- Think about the questions and arrange a series of relevant briefings for the group and conduct interviews (coordinate interview techniques).

-- Develop a strawman, get reactions and make appropriate revisions.

-- Critique the process, making suggestions for doing the next piece more efficiently.

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DDA Management Staff

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